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경영학 석사학위 논문

Hiring experienced and its outcome in
terms of innovation decision process:
Evidence from Hyundai Heavy Industries

경력직원 채용과 혁신의사결정프로세스에의
영향에 대한 연구: 현대중공업 사례를 중심으로

2017년 2월

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이 논문을 경영학 석사학위논문으로 제출함

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Abstract

Hiring experienced and its outcome in terms of innovation decision process: Evidence from Hyundai Heavy Industries

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Previous researches on hiring outcome have focused on knowledge transfer, patent, business and etc., and there has been no attention to the subject of hiring outcome in the context of innovation decision process. In this paper, I look for factors which can influence on the hiring experienced and factors impacting on hiring outcomes in the perspective of innovation decision process by examining the case of Hyundai Heavy Industries. The case analysis shows that when exploring new business and restructuring business, a company hires experienced. The factors that affect hiring outcomes in the perspective of innovation decision process are found to be the hierarchical position of employee.

Keywords : Hiring experienced; Hiring outcome; Innovation decision
process

Student Number : 2015–20680

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I. Introduction

Due to the economic downturn and emerging competitors, companies, hot in the past, face difficulties in maintaining its sustainable competitive advantages. For example, Korean shipbuilding companies such as Hyundai Heavy Industries (here after “HHI”), Samsung Heavy Industries and Daewoo Shipbuilding & Marine Engineering who run through the first place in the world, Korean shipping industry such as Hanjin Shipping, Hyundai Marine Service who race fifth in the world and Korean steel players are now losing their market strength due to economic recession and intensified competition.

Table 1. Life expectancy of companies (reported by Mckinsey, 2004)

	In 1935	In 1975	In 2005
Life expectancy of companies	90 years	30 years	15 years

In order to lead the market and maintain its competitiveness, companies are constantly making various efforts for innovation. Economist Joseph Schumpeter (1943), who contributed greatly to the study of innovation, argued that industries must incessantly revolutionize the economic structure from within, that is innovate

with better or more effective processes and products, as well as market distribution, such as the connection from the craft shop to factory and entrepreneurs continuously look for better ways to satisfy their consumer base with improved quality, durability, service, and price which come to fruition in innovation with advanced technologies and organizational strategies.

In early years, a major topic of research regarding innovation was focused on information flows, especially with regard to technological gateways, and followed by the issues of manpower flows, or the movement of people across organization boundaries (Ettlie 1980; Song et al. 2003). Numerous researchers acknowledge that manpower flows create knowledge which leads to innovation. According to Ettlie(1980), manpower flows or the movement of people across organization leads major, radical innovations and projects as opposed to minor, incremental innovations and when new management personnel take positions in organizations, they either bring an awareness of new technology with them or stimulated a search for innovative solutions to existing problems. Hiring experienced engineers could, under certain conditions, help a firm extend its technological and geographical boundaries of its knowledge (Song et al. 2003).

In the meantime, as hiring outcomes, patents have become

an increasingly popular indicator of technological result and innovative capabilities (Hall et al. 2000). Patent data have received so much attention because they are systematically compiled, have detailed information, and are available continuously across time (Song et al. 2003).

Hiring outcomes can be categorized not only by technological things, but by non-technological things, e.g. management, knowledge and skill. In an effort to expand research regarding non-technological hiring outcome, I focus on innovation decision process, introduced by Rodgers(1983), a process through which an individual (or other decision-making unit) passes from first knowledge of an innovation, to forming an attitude toward the innovation, to a decision to adopt or reject, to implementation of the new idea, and to confirmation of this decision. Even though innovation decision process can be a good proxy for non-technological hiring outcome, there has been no attention to the subject of hiring outcome in the context of innovation decision process.

In order to find out which factors can influence on the hiring experienced and to analyze factors impacting on hiring outcomes in the perspective of innovation decision process, this study applies case study analysis.

II. Theory

1. Hiring experienced and its outcomes

There has been a longstanding interest in the scientific and technical human resources. And the movement of personnel between organizations or organizational units has its impact in the innovation process (Ettlie, 1985). When focusing on manpower flows which arises in a variety of forms, it can be largely divided into two categories, external hiring and internal hiring such as job rotation.

External hiring and its outcomes

Manpower flows or the movement of people across organization boundaries is frequent phenomenon in the innovation process (Ettlie, 1980). According to Liu(2004), when an employee move to a new position, he or she has to face the issue that how to meet the requirement of the new position. Under such circumstance, the employee always generates the eagerness for the knowledge

and skills relative with the position that boosts the employee to do his best.

Many research papers have been treating innovation as hiring outcomes. According to Cohen and Levinthal(1990), outside sources of knowledge are often critical to the innovation process, for whatever organizational level at which the innovating unit is defined. Manpower flows or the movement of people across organization leads to major, radical innovations (Ettlie 1980). Thus, hiring external employees could be a good way to enhance organization's performance. According to Song(2003), learning-by-hiring can be useful when hired engineers are used for exploring technologically distant knowledge (rather than for reinforcing existing firm expertise) and also for extending the hiring firm' s geographic reach.

Other hiring papers are arguing organizational learning by knowledge transfer as hiring outcomes. According to Argote(2011), Individuals from both outside a company and another department of a company have his or her own experience. Those experiences can create organizational learning. Experience can be acquired from tasks or from organization members (Kim, 1997; Taylor & Greve, 2006). Experience can include successful or unsuccessful units of task performance (Denrell & March, 2001; Kim, Kim, & Miner,

2009; Sitkin, 1992). Organizational learning is critical for innovation (Islam et al. 2011). Previous empirical studies show that there is a positive relationship between organizational learning and its innovation. For example, Calantone et al. (2002) suggested a positive impact of learning on firm innovation. Similarly, Ussahawanitchakit (2008) found that shared vision, open-mindedness, and intraorganizational knowledge sharing have significant positive and direct effects on Thai accounting firms' innovation orientation.

Researches related to hiring of external employees present knowledge transfer, innovation as major hiring outcomes.

Job rotation (Internal hiring) and its outcomes

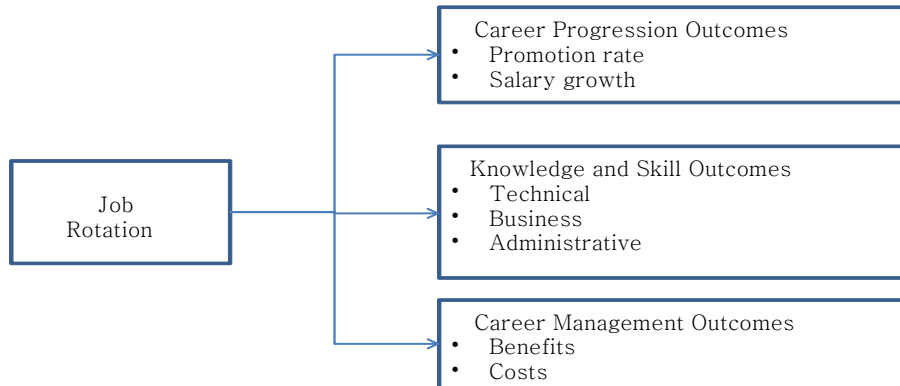
Job rotation is lateral transfers of employees between jobs in an organization (Campion et al. 1994) and it is one of the most frequently used HR policies in many companies nowadays. Rotation may enhance career development because of the adjustments and knowledge acquisition (Ostroff et al. 1992). Surveys have found that organizations, particularly large firms, frequently use rotation to develop managers (Saari et al. 1988). One of the benefits of job rotation is developing human capital via promoting individual

learning, integrating internal and external learning resources, and improving reciprocal action amongst employees (Liu 2004). According to Cohen and Levinthal (1990), the practice of rotating personnel from R&D department to other departments enhances the diversity of the backgrounds of personnel which in turn facilitates the innovative process by enabling the individual to make novel associations and linkages.

Thus, plenty of studies on the advantages of job rotation have been conducted and job rotation has been carried out for the purpose of improving employees' skills, enhancing communication, acquiring new knowledge and creating innovation. Campion et al.(1994) developed a conceptual framework for job rotation which shows its outcomes. Campion et al.(1994) divided hiring outcomes into 3 categories: career progression outcomes such as promotion rate and salary growth, knowledge and skill outcomes such as technical, business and administrative and career management outcomes such as employees satisfaction, motivation, and commitment.

Figure1

Conceptual Framework for Job Rotation and its outcome (Campion et al. 1983)



2. Diffusion of innovations

Diffusion of innovations theory examines the process through which information is communicated to people or organizations over time that can lead to the use of an innovation (Bass, 1969; Rogers, 1983). Communication involves people exchanging and creating information that results in collective understanding about the innovation.

An innovation can be a goods, service, practice, or idea that people perceived to be new (Rogers 1983, 2004). The newness does not depend on much on the creation date of the item, but

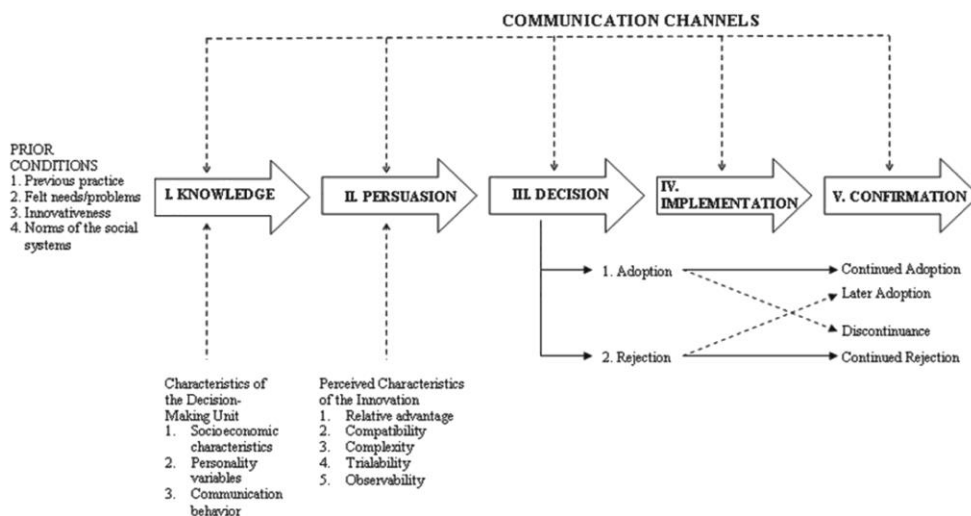
refers more to the newness of the application for helping address a need or for solving some sort of problem. Newness also refers to people having a positive reaction to using the item themselves; they may have known about an item before, but may have never thought about using it themselves (Miles, 2012).

The innovation decision process is the process through which an individual (or other decision-making unit) passes from first knowledge of an innovation, to forming an attitude toward the innovation, to a decision to adopt or reject, to implementation of the new idea, and to confirmation of this decision (Rodgers 1983).

Thus, the innovation-decision process comprises five stages: (1) knowledge, (2) persuasion, (3) decision, (4) implementation, and (5) confirmation.

Figure2

A model of Five Stages in the Innovation-Decision Process Based on Rodgers (1983)



- **Knowledge** occurs when an individual (or other decision-making unit) is exposed to an innovation's existence and gains an understanding of how it function
- **Persuasion** occurs when an individual (or other decision-making unit) forms a favorable or an unfavorable attitude towards the innovation
- **Decision** takes place when an individual (or other decision-making unit) engages in activities that lead to a choice to adopt or reject the innovation
- **Implementation** occurs when an individual (or other decision-making unit) puts a new idea into use
- **Confirmation** take place when an individual seeks reinforcement of an innovation-decision already made, but he or she may reverse this previous decision if exposed to conflicting messages about the innovation

III. Case Research : Hyundai Heavy Industries

1. Research method

A case study approach is a research strategy which focuses on understanding the dynamics present (Eisenhardt, 1989). According to Yu (2002), case study, as a qualitative research, is a good methodology to study a social phenomenon. Because research based on quantitative data has some limitations explaining social phenomena and encompassing complex variables of human. In this respect, the adequacy of case study research for hiring activities and its outcomes such as innovation is high.

According to R. Yin (2003), case study research enables investigating important topics not easily covered by other methods. The distinctive topics for applying the case study method arises at least two situations. First and most important, the case study method is pertinent when research addresses either a descriptive question or an explanatory question. Second, it is useful when illuminating a particular situation, to get a close understanding of it.

Hiring activity and innovation are influenced by the structural characteristics and inherent organizational culture of the company. Hiring activities are specific to the company and each stage of innovation decision process, e.g. knowledge stage, persuasion stage, decision stage, etc. is not easy to be explained or measured by quantitative methods, which make it difficult to analyze characteristics of each case. Thus, qualitative research through an in-depth analysis of individual case would be more effective, and this research follows R. Yin's case study research.

2. Data and information collection

Document information, historical information, interviews, direct observation and participant observation are most generally used sources for case study research. Because they are complementary each other, good case research need to use various sources (R. Yin, 2003).

To analyze the case effectively, this research tries to collect data in various ways. By participating in practitioners' meeting, interviewing with top management, conducting a survey and using various meeting materials and reports, I can gather in-depth information for this research.

3. Case Analysis

3–(1). Company profile : Hyundai Heavy Industries

I select HHI, headquartered in S. Korea and engages in businesses such as shipbuilding, onshore EPC, offshore EPC, machinery, electronic, renewable energy and construction equipment industries, as a case analysis because HHI, which has expanded its business boundary during last decade, also has hired many experienced employees.

Table 2. Growth of Hyundai Heavy Industries and hiring

	Sales (Trillion Won)	Number of Subsidiaries (Unit)	Hiring Experienced (Person)	Hiring Newcomer (Person)
2002	10.9	13	N/A	N/A
2005	15.3	23		
2007	22.5	29		
...
2013	24.3	64	238	744
2014	23.5	62	187	553
2015	24.5	60	163	342
2016	N/A	60	127	289

(Offered by HHI)

In terms of innovation, HHI is one of the most innovative companies in the world. According to the Bloomberg announcement, S. Korea ranked first for three consecutive years since 2014 in terms of innovative index which assesses R&D intensity, manufacturing value-added, productivity, researcher concentration, patent activity, tertiary efficiency, and high-tech density of a country. And according to the government of S. Korea announcement, HHI ranked first as a holder of world-class products which ranked among the top 5 in terms of global market share or products with high potential of advancing into the global market within 5 years.

3-(2). Hiring experienced of HHI

Main streams of hiring experienced in HHI can be composed by four events, two have been conducted during business expanding period and other two have been accomplished during business restructuring period.

[Business expanding period] Exploring new business: Solar Energy Business

Core business of HHI is shipbuilding. Even though engine division, electric and electronic division, construction equipment, etc., were all flourishing, shipbuilding division had majority revenue more than 50% of overall HHI. Mr. Gyesik Min, Vice Chairman of HHI, firmly announced to its employees at HHI gymnasium on May of 2009.

“From now on, HHI will try to build its business for solar energy and wind energy as 1st runner in Korea as well as make it grow larger than shipbuilding business at revenue size.” Since Solar energy business was not relevant to current HHI business such as shipbuilding, offshore & onshore plant, engineer & machinery, etc., HHI invested enormous funds, and tried to hire experienced staffs who can research, develop and produce Solar cell & module, often called similar with semiconductor process.

First of all, HHI hired experienced who owned relevant knowledge and experience for electric, electronic, material, process, etc. by official hiring. In parallel, HHI also hired experienced who can research and manage production process of Solar cell & module from semiconductor companies such as Samsung electronics, Hynix

and research field from university.

At that time, entire business of HHI was operated depending on shipbuilding. Hence, its management style of measuring key performance index, investing facilities and operating is aimed at and influenced by shipbuilding business. By locating solar business at Eumseong, Chungbuk, it is aimed that solar energy can stand by itself and doesn't need to be impacted by other business divisions.

[Business expanding period] Expansion of current business boundary: Establishment of Offshore Engineering Center

HHI offshore plant division, together with shipbuilding division, is ranked as global number one contractor who are capable to fabricate FPSO, Drillship, SPAR, Fixed Platform, etc. Among offshore EPC phases such as Front End Engineering & Design(FEED), Detailed Design, Construction Design, fabrication and commissioning, it is common that FEED has been dominated by western based engineering contractor. Flourishing Offshore business after 2011, HHI declared improvement of FEED capability as well as enhancement of detail design capability and established offshore engineering center at Sangam, Seoul in 2012.

Mr. Jongdo Kim, COO of offshore plant division said during

2020 vision announcement in 2013. “HHI offshore plant division will grow by 10 Billion USD for order and 10 Billion USD for revenue and 1 Billion USD for profit.” For the sake of it, it is essential to obtain extraordinary fabrication capability as well as engineering capabilities including FEED.

Therefore, it was the most urgent issue to secure relevant manpower to achieve Mr. Jongdo Kim's vision. However, there was certain limitation to hire necessary human resources by recruit from inside the company since other division is also under stable growth and FEED is new technology area for HHI. Therefore, HHI, started looking outside, recruited relevant human resources from major construction and shipbuilding companies.

[Business restructuring period] Hiring key-man for business stabilization

Due to shipbuilding industries’ recession and low price booking, HHI recorded 1.8 trillion Korean won loss in 2014. To overcome this tragedy, HHI picked first card to urgently hire key-man by divisions for business stabilization.

For Shipbuilding, offshore and plant business, Mr. Gilsun Choi, who was former CEO and retired HHI 3 years ago, was hired again and Mr. Bangeun Jeong from previous technical chief advisor of Daewoo Shipbuilding Marine Engineering (DSME) was also hired as chief of risk management. For Engine and Machinery, Construction Equipment and Electric and Electronic Divisions, HHI hired Mr. Inkyu Bae who was previous CEO of Hyundai Motor group. In addition, HHI assigned Mr. Hyunjin Kim who was previous quality executive vice president of Hyundai Motor Company to Construction Equipment Division. Meanwhile, HHI tried to enhance strategy function by hiring Mr. Seongjun Kim from BCG as executive vice president of Planning and R&D Center.

Common points from these key-man hiring were that they were assigned as high position and authority almost same as top management, and they were well known as top expert on their field. Due to their accomplishment, HHI succeeded to turn into profit making in early 2016.

[Business restructuring period] Hiring alternative staffs due to employee turnover

Turnover of employees are common phenomenon, but the number of employees who choose to change jobs increases when a company faces crisis. Due to gross loss after 2014, HHI had experienced many retirement of high performance employees hired in the business boom period. Since there were key staffs of each organization among retired employees, HHI started to hire experienced on a regular basis for refilling purpose.

Experienced employees are trying to adapt organization in quick manner and work hard even though company is under bad condition since they already knew bad company situation at their employment preparation period and in deed, they are positive and future orientated even saying "if we work hard in believing that it will be better, turn around will come true and the success fruits will be ours."

3–(3). Research proposition

Factors affecting hiring experienced

– Exploring new business

When the economy is growing, the employment index is spontaneously getting better (You, 2011). In the process that company is growing, many job openings are inevitably created because it is almost impossible for growing company to take all required positions by relocating incumbent employees and it is also difficult to expect the good performance from newly hired employees without suitable expertise in their position. Because it takes a lot of time and monetary expense for the core human resource development, companies are increasing the proportion of career positions in the hiring (Geum, 2005). This also applies in the same way when you move into new business which is different from incumbent business in terms of industry, product, capabilities for success, etc. Through the recruiting of experienced employees, a company can be supplemented with new human resources whose expertise is ensured.

HHI has been mainly dealing with shipbuilding and marine business operations and the major of most employees are

shipbuilding, marine, mechanical, and electrical engineering. When HHI established Hyundai Mipo Dockyard in order to penetrate medium size vessel market, it was possible for HHI to expand shipbuilding business by utilizing existing internal human resource pool specialized in shipbuilding industry without additional external hiring.

However, when it comes to commence the solar energy business in 2008, in spite of the business history of 40 years, HHI was lack of employees who can deal with R&D and operation of solar business. In addition, when HHI set up marine engineering center to foster basic design capacity, required capabilities and competence is not enough with existing human resources, so in order to expand new technological areas, HHI conducted large-scale experienced hiring.

Proposition 1-1. A company will hire more experienced when exploring new business than exploiting current business.

– Restructuring business

According to the announcement of the National Statistical Office in 2013, the average turnover rate of the Korean manufacturing industry is 21.6 percent. In addition, according to the renowned recruitment company, Saram-in announced the reason of

employee turnover mostly due to unsatisfactory annual salary (41.5%) and skeptical future of the company (34.6%). Compared to the dismissal and employment adjustment by companies themselves, turnover seriously influence on the organization in that it can bring about a significant loss (Ok, 2014). For example, the dismissal and employment adjustment are done under the plan of a large framework, but turnover generally occurs without giving time the company to prepare for the situation. There is analysis stating that caused by the turnover, 35.5% of companies have suffered damage on the management, and it has been found that there is a loss of 270 million Korean won per person (Korea Small Business Institute, 2014).

Since 2006, HHI had been the best workplace chosen by the Korean university students in the four consecutive years because of HHI's highest level of salaries and welfare, and pride of World no.1 shipbuilding. Considering previously described regarding turnover reasons, employee dissatisfaction to salary and unstable company's vision is not relevant to HHI's employees and it is difficult to expect that HHI employees' turnover during the period. During that time, hiring of experienced was under the process to meet the demand for expanding new business, but hiring of experienced for the complementary purpose was very limited.

However, business conditions always change. After the year 2014, a number of qualified employees have decided to leave HHI because of unstable future of shipbuilding industry and salary reduction with the poor financial performance. In the company, there is the word coming out openly; "Employees who have excellent ability leave HHI for themselves.". Excellent human resources secession could cause a major function paralysis and operation stagnation, so HHI hires the complementary experienced employees all the time.

Proposition 1–2. A company will hire experienced when restructuring business.

Factors affecting on hiring outcomes in the perspective of innovation decision process

In the experienced recruitment process, a company asks candidates to write their knowledge or work experiences related to the job description. And through during in–depth interview process, a company verifies whether the candidates are suitable for the job. Because experienced employees are hired through above verifying processes, they will be able to contribute to each stage of innovation decision process with their own knowledge and experience.

Proposition 2. Hiring experienced will affect hiring outcome in terms of each stage of innovation decision process: knowledge, persuasion, decision, implementation and confirmation stage.

– Employee’s hierarchical position

Hyundai heavy industries is literally “heavy”. In other words, it is known to have systems and procedures that are not flexible. Also, it is known for “do not talk back” culture. Even since the company was founded, all of the employees worked and followed the founder’s orders and management guidelines and his leadership was only factor how the company saw itself grow for the past few decades. With the downfall of world economy and its negative impacts on shipbuilding industries, it was tremendous shock to all the stakeholders of HHI.

HHI needed leadership that can lead the company to the right path to overcome the hardship that the company never experienced before. So, HHI employed professional executives who specialized in production management, risk management, planning, quality management, accounting and auditing, etc. Outcomes from hiring professional executives can be well found through how professional executives’ activities were applied to each stage of the innovation decision process.

When applied to the first stage “knowledge”, the new executives have experiences in their field from 20 to even 40 years. Also, their intuition is known to bring out the necessary knowledge at the right time and right place. For example, Mr. Inkyu Bae, who was previous CEO of Hyundai Motor group, hired for the engine and machinery, construction equipment and electric and electronic division, found out there were significant inefficiencies out there because of many differentiated and complicated tasks. So, he introduced the modular production process which could make complex production simple and reinforced supply chain management. With those activities, HHI could enjoy cost saving effect amounting to tens of billions of Korean won.

When considering the second stage “persuasion”, Mr. Seongjun Kim has experience of working at BCG that carried out various strategic projects. Now he is working to find out the problems of each business of the company and persuade the CEO with right solutions. This is all possible because he was employed directly by the CEO with full support to carry out his position.

When it comes to the third stage “decision”, the new management and executives, from the day they were employed, had to get into decision making process. Contrary to the bottom line employees, they were able to make decisions and apply their

insights right away to the business.

Fourth stage is “implementation”. Contrary to the low level employees who have weak or small workforce to carry out their idea, new management and executives had their own organization and human resources to implement the decisions under the companies support. In other words, with their own organizations and teams, they were able to make actions right away without hesitations and another approval process.

Final stage is “confirmation”. While low level employees are always busy doing their routine everyday work with little motivation, the new management initiated the project from their own decision making processes and also, actively participated in confirmation process as it is vital for a company to make sure good decisions stay alive. For example, Chairman Mr. Gilsun Choi, with the rich experience of producing merchant vessel efficiently and effectively, tried to apply the efficient production management knowhow to offshore and plant business and specialized vessel production. It was possible because he can control all the business and coordinate the interests of many departments as a top management.

Proposition 2–1. Hiring outcome will increase at each stage of innovation decision process – knowledge, persuasion, decision, implementation and confirmation stage – if the hierarchical position of experienced is high.

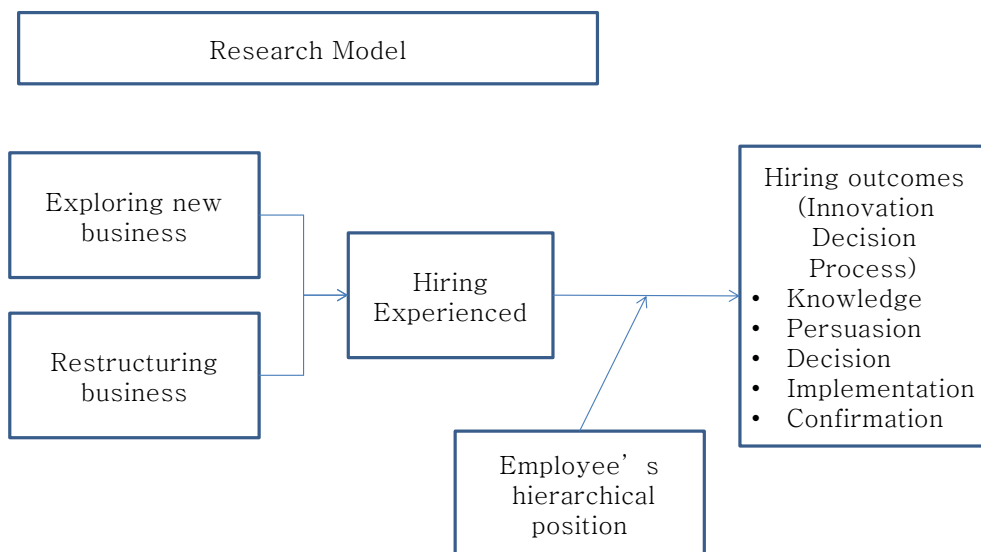
3–(4). Research Model

Previously derived propositions are as follows.

Firstly, a company will hire more experienced when exploring new business than exploiting current business. Secondly, a company will hire experienced when restructuring business. Thirdly, hiring experienced will affect each stage of innovation decision process. Lastly, hiring outcome will increase at each stage of innovation decision process if the hierarchical position of experienced is high.

Based on this, I develop a final research model.

Figure3. Research Model



IV. Results

1. Summary

This research started from the fact that existing researches regarding the hiring and its outcome have been focusing mainly on knowledge transfer, technology invention and patent and failed to contain process of innovation. So, this research do case study research of HHI, which recently conduct frequent hiring of experienced and was confirmed as one of most innovative company by S. Korean government, to find out which factors can influence on the hiring experienced and to analyze factors impacting on hiring result in the perspective of innovation decision process.

The research results are as follows.

Firstly, a company will hire more experienced when exploring new business than exploiting current business. It might be easily expected that HHI could have a difficulty in entering new business area such as new recycling energy, service, etc., due to lack of expertise. And, since it might take long time to make sustainable earnings in new business with current staffs, hiring experienced will lead to prompt entry to new business.

Secondly, company will hire more experienced in case of company restructuring. Low performance and invisible industry prospect cause many existing staffs' leave, which make an empty hole of work positions. In order to minimize side effect from leaving staffs, it is critical to hire experienced who can resume the work at once.

Thirdly, hiring experienced will affect each stage of innovation decision process. Because experienced employees are hired through verifying processes such as reference checking and job interview, they will be able to contribute to each stage of innovation decision process – knowledge, persuasion, decision, implementation and confirmation stage – with their own knowledge and experience.

Finally, hiring outcome will increase at each stage of innovation decision process if the hierarchical position of experienced is high. The higher position experienced have, the better performance they will accomplish than lower positions with their rich knowhow, their work force and quick communication with CEO in all of knowledge, persuasion, decision, implementation and confirmation stage. HHI desperately needs strong leadership to have prompt change into right direction in order to escape from crisis. It results in prompt change by hiring

experienced who have conducted top management role in other company or HHI in the past and are famous for their specialty in the area of production, quality control, planning, accounting and etc.

2. Implication

Companies always pursue innovation in their own way among abruptly changing business environment. For this reason, many researches for innovation by hiring have been conducted and these existing researches have been focusing on knowledge transfer, technology invention, patent, business and administrative as hiring outcome. But, innovation decision process, consists of knowledge, persuasion, decision, implementation and confirmation stage, as hiring outcome has been taken less attention. In this regard, this research is meaningful to find out which factors can influence on the hiring experienced and to analyze factors impacting on hiring outcome in the perspective of innovation decision process.

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국문 초록

경력직원 채용과 혁신의사결정프로세스에의 영향에 대한 연구: 현대중공업 사례를 중심으로

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최 원 석

본 연구는 경력직원 채용 결과물에 대한 기존 연구들의 초점이 지식의 전파, 특히, 사업적 결과물에 치중한 상황에서 혁신의사결정 프로세스에 미치는 영향에 대한 연구는 미흡하다는 사실에서 출발하였다. 이에 본 연구에서는 현대중공업 사례 분석을 통하여 경력직원 채용에 영향을 미치는 요인을 분석하고 혁신의사결정프로세스 관점의 채용 결과물에 미치는 요인을 조명하였다. 사례연구 결과, 탐색적 사업을 시작할 경우와 사업구조조정 상황이 경력직원의 채용에 영향을 미쳤으며, 경력직원의 위계적 높이가 혁신의사결정프로세스 관점의 채용 결과물에 영향을 미치는 것으로 분석되었다.

주요어 : 경력직원 채용; 채용의 성과물; 혁신의사결정 프로세스

학번 : 2015-20680